



Strategic Plan

2014-2018

Table of Contents

Director’s Message 3

Purpose and Layout of Strategic Plan 4

Our Mission, Vision, and Values 5

Agency Goals and Benchmarks.....6

Juvenile Justice in Idaho 7

Division Goals and Objectives 9

Key Department Initiatives and Key External Factors 11

Appendix..... 13

Director's Message

Thanks to all of you who took the time to provide input to revise and expand IDJC's vision and mission. Our vision for a safer Idaho where state, community and family partnerships are focused on crime prevention, intervention and advocacy provides us direction. The work you do every day is to keep the juveniles we serve moving toward productive crime free lives which is more closely reflected in our new mission, developing productive citizens in partnership with communities through juvenile crime prevention, education, rehabilitation and reintegration. County juvenile justice, the Idaho courts, our community partners and service providers have worked hard to make our system viable and strong. Data on the average daily population of juveniles in IDJC custody since 1995 reveals from 1995 to 2002 the range in population goes from a high between 500 and 525 to a low 425, from 2002 to 2008 the average population was more stable with a range from 450 to a low around 425. In 2009, our strong partnerships allowed us to change court rules and related local probation practices to reduce our range from a high 360 to a low 310. These strategies reflect a 17% decrease in juveniles in IDJC custody.

Our efforts will continue with our partners to build a more comprehensive system of care for juveniles in the justice system. An effective system will assure education, child welfare, juvenile justice, children's mental health, service providers and families will have a voice in the planning. We look forward to continued support with our partners for this work which is reflected in our goals under the Community Operations and Program Services Division.

You will also see in this strategic plan the significance of our value to optimize employees. We have incorporated training throughout the goals and objectives. IDJC has a commitment to continue expanding our employees' knowledge base to create a system that provides the necessary tools to complete our work effectively and efficiently. We understand the importance of research, best practices, appropriate training and experience in the reduction of recidivism among the juveniles in our care and custody. This increases our capacity to provide the right services at the right time. The goals are developed to create a greater connection with the work you do, driving accountability from the strategies into daily actions. All of you will see more connection with these goals to your job duties which will be reflected in your performance evaluations. This is designed to ensure consistency throughout the Department.

I encourage you to continue to participate in activities and training that will keep moving our department forward. Your actions will engage all of us in learning and deepening our understanding of new ideas to increase our professionalism and practice; this will help IDJC grow in effectiveness.

In gratitude,

Sharon

Purpose and Layout of the Strategic Plan

Idaho statute requires each state agency to develop a strategic plan that is the foundation for establishing performance commitments and assessing progress toward achieving agency goals (Idaho Code 67-1903). Plans are based on the state fiscal year (July 1 through June 30), cover a four-year horizon into the future, including the year in which they are developed, and are updated annually.

The purpose of the strategic plan is to provide planning and performance information to the legislature, which oversees and assesses performance, taking into account the statutory authority granted to the agency and the agency's appropriated annual budget.

Goals, objectives, and strategies are identified in the plan for each division.

The **goals** describe the broad conditions the agency is trying to achieve.

These are followed by **objectives**, which are the incremental steps that will be taken to achieve each goal.

Strategies are the specific actions necessary to achieve the objectives.

All **benchmarks** reflect the comprehensive work done by all IDJC divisions and our partners collectively. Benchmarks are located on page 6.

IDJC also includes an appendix in the plan. This provides detail about which division within the agency is responsible, and the strategies and action steps which will be used.

Our Mission, Vision, and Values

Mission

Developing productive citizens in partnership with communities, through juvenile crime prevention, education, rehabilitation and reintegration.

Vision

Our vision is a safer Idaho where state, community and family partnerships are focused on juvenile crime prevention, intervention and advocacy.

Values

Balanced and Restorative Justice

Help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

Effective Partnerships

We acknowledge our vital role in communities and with other state agencies and branches of government. And we seek to understand and promote a unified relationship among all parties to prevent juveniles from breaking the law.

Communication

We are committed to full-circle communication in our activities.

Teamwork

We recognize that the power of combined efforts exceed what can be accomplished individually.

Respect

We treat juveniles, families, victims and one another with respect, and in so doing, demonstrate honesty, integrity, trust, and ethical behaviors.

Excellence and Quality

We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable. We value new ideas and plans which are evidence-based and results oriented.

Employee Optimization

We value our staff and are dedicated to provide training which will develop leaders and maintain qualified, competent employees.

Diversity

We are committed to fostering an inclusive environment where the individual differences among staff, juveniles and families are understood, respected and appreciated.

Effective Stewardship

We believe in promoting responsible government by the prudent management of resources to maximize efficiency and effectiveness.

Agency Goals & Benchmarks

Institutions

- Goal 1: Ensure community protection and juvenile accountability through program effectiveness.
- Goal 2: Ensure skills improvement of juveniles returning to the community.

Community Operations and Program Services

- Goal 3: Develop a well structured system that addresses the needs of juvenile offenders, their families and the safety of communities.

Administration

- Goal 4: Strengthen and support all resources within IDJC.

Benchmarks

1. IDJC's recidivism rate will not exceed 30% (measured at 12 months post custody).
2. Meet or exceed national average on at least 75% of critical performance measures and 75% on reintegration performance measures using Performance-based Standards (PbS) methodology.
3. At least 80% of juvenile offenders will increase math and reading scores.
4. Work with counties on Rule 19 pre-screenings to maintain a diversion rate of 50%.
5. Percentage of variance from the general fund financial plan within 2%.
6. Maintain staff turnover at or below the average for state agencies.
7. Families satisfied with IDJC services will exceed 80%.

Sharon Harrigfeld, Director

Kevin Bernatz, Superintendent
JCC-Lewiston

Skip Greene, Superintendent
JCC-St. Anthony

Lynn Viner, Superintendent
JCC-Nampa

Julie Cloud, Human Resource Officer

Scott Johnson, Administrative Services
Administrator

James Pannell, Education Program
Director

Marcy Chadwell, COPS Administrator

Mike Seifrit, IT Resource Manager

Juvenile Justice in Idaho

The Juvenile Corrections Act of 1995 significantly changed Idaho's approach to juvenile justice and juvenile corrections. The Act is based on the Balanced Approach Model and creates concrete purposes for the system. The purposes are (1) the protection of the community, (2) the insurance of accountability for offenses committed, and (3) the development of competencies to enable juvenile offenders to become responsible and productive members of the community. Communities, families, victims, juvenile probation, providers and the department are expected to



JCC-St. Anthony

assume an active role in the juvenile justice system. The Balanced and Restorative Justice model requires that juvenile offenders work to restore the harm caused to their victims and community to the greatest extent possible. The Balanced Approach also becomes a true “community justice” strategy when communities become actively involved in developing solutions to address juvenile crime. Implementing the Juvenile Corrections Act is an on-going process that involves not only members of the justice system, but all Idahoans as members of their communities.



JCC-Lewiston

Partnerships characterize Idaho's juvenile justice system. In Idaho's juvenile justice system the state and counties perform separate, but equally important functions. About 94% of juveniles involved in the juvenile justice system are handled at the county level, through county probation departments and through county

detention centers. Only the most seriously delinquent juveniles are committed to the custody of the Idaho Department of Juvenile Corrections. Programs that have been demonstrated to reduce the risk of recidivism, such as victim-offender mediation, family group conferencing, substance use disorder services, and a variety of cognitive behavioral treatment strategies have been implemented in Idaho. These programs have been successfully implemented with support from the state's judiciary, county and state agencies, the Idaho Juvenile Justice Commission, state and private service providers, the state legislature, and the Governor. Without this level of commitment and support for programs in Idaho's communities, the numbers of juveniles committed to the department would

be significantly higher. Without this level of support more juveniles would have to be treated farther away from their homes and they would be treated less effectively than in the community.

When a juvenile is committed to the department, he is assessed and placed at a licensed contract facility or in one of three state juvenile corrections facilities to address criminogenic needs. Criminogenic needs are those conditions which contribute to his delinquency most directly. Once the



JCC-Nampa

juvenile has completed treatment and it is determined that his risk to the community has been reduced, he is most likely to return to county probation. Each juvenile's return to the community is associated with a plan for reintegration that requires the juvenile and family to draw upon support and services from providers at the community level. Making this link back to the community is critical to the ultimate success of juveniles leaving state custody.

Idaho's juvenile justice partners and IDJC staff recognize the responsibility that they have to protect the safety of communities, to ensure juveniles involved with the justice system are held accountable, and to see that all of the state's citizens are getting the maximum use out of their dollars. We also recognize that in order for juveniles to become productive citizens, services must be responsive to their mental needs, physical needs and personal challenges. By consistently applying accountability-based sanctions that take into account the developmental stage of the offender and the severity of the offense, Idaho's juvenile justice system fosters individual responsibility, protects the community, and enhances our quality of life. To ensure the success of our children and the preservation of our communities in which they reside, we pledge to continue to work together to support the juvenile justice system in Idaho.

Balanced Approach Model

Community Protection
Juvenile Accountability
Competency Development

Division Goals and Objectives

Institutions

Goal 1: Ensure Community Protection and Juvenile Accountability through Program Effectiveness.

Objective 1: Maximize the use of evidence-based programming in all institutions and contract providers which is measured by improved PbS and CPC scores.

Objective 2: 80% of population will meet or be below historic IDJC averages for length of custody.

Objective 3: Increase number of successful program completions to 90%.

Objective 4: Increase family participation at monthly staffings to 85%.

Objective 5: Increase reintegration services in all IDJC regions.

Goal 2: Ensure Skills Improvement of Juveniles Returning to the Community.

Objective 1: Eighty percent (80%) of juveniles will increase academic performance by earning four (4) credits per term or earn a high school diploma or GED/HSE while in our custody.

Objective 2: Eighty percent (80%) of the juvenile offenders will increase math and reading scores.

Objective 3: Education staff will participate in 100% of juvenile reintegration planning for juveniles in regional facilities.

Community Operations and Program Services Division (COPS)

Goal 3: Develop a Well Structured System that Addresses the Needs of Juvenile Offenders, their Families and the Safety of Communities.

Objective 1: Work in partnership with communities to support, develop, and implement the increased use of evidence-based and best practice approaches to serve juvenile offenders.

Objective 2: Work in partnership with communities and other stakeholders to continue to build a system of care that provides services at the least restrictive level.

Objective 3: Promote a process of continuous quality improvement by working with Department staff and community partners to ensure optimal application of Department standards.

Objective 4: Train juvenile justice professionals to the highest standards of excellence based on current and emergent research and best practices and IDAPA Rule.

Administration

Goal 4: Strengthen and Support all Resources within IDJC.

Objective 1: Increase leadership and professional development capabilities among all IDJC employees.

Objective 2: In order to make more informed decisions, track and analyze staff turnover.

Objective 3: Provide information/training on a range of topics to increase job knowledge.

Objective 4: In order to reduce cost within IDJC track and analyze lost time and workers compensation within IDJC (Workers Comp, FMLA, alternative duty).

Objective 5: Maximize efficiency and effectiveness by organizing unstructured data.

Objective 6: Increase Leadership Team visibility at facilities.

Objective 7: Strengthen transportation options for Interstate Compact Office.

Key Department Initiatives

1. In collaboration with new and/or existing contract providers, develop regional reintegration programming and facilities in all three IDJC regions.
2. Review programming for juveniles recommitted to IDJC.
3. Explore avenues to keep stakeholders involved throughout juvenile's IDJC commitment.

Key External Factors

Institutions

- Increase of mental health diagnoses in committed juveniles.

In the last several years, juveniles committed to IDJC with mental health diagnoses have increased nearly 70%. Juveniles with mental health diagnoses typically recidivate and are recommitted to IDJC at higher rates than non-mental health juveniles. Additionally, they stay longer than their non-mental health peers. Safely managing and treating these juveniles require changes in program and staff training.

COPS

- Reduced federal funding levels and varied levels of state support for community juvenile justice programs.

The department is the authorized state agency to receive and distribute federal juvenile justice funds. These funds are most often passed through to counties by way of the Juvenile Justice Commission to promote community services and to stimulate improvement within that system of services. State funding sources such as tobacco tax, JCA and lottery funds are important revenue streams for county programs. Recent trends indicate significant reductions in these funding streams. As the sources of local revenue are reduced, local jobs and local programs are often lost. The inability to serve lower risk juveniles through prevention and intervention activities at the county level increases commitments to the department's custody and reduces the overall effectiveness of the juvenile justice system in Idaho.

- Federal standards related to the Prison Rape Elimination Act (PREA).

Operationally, federal PREA standards require many hours of staff time within each facility and Headquarters. These functions are performed by staff as additional duties, not as primary duties. This distinction is important as federal PREA standards require a significant amount of time to ensure proper application.

Additionally, while many of the federal PREA standards are known (for example, the need for added cameras in our secure facilities), not all have been fully detailed. The biggest example is that Federal PREA standards require an audit of practices and policies. At this time, we don't know who the auditors are or what costs (for the audit) IDJC will have to bear.

Finally, Federal PREA standards also mandate a minimum staffing ratio at each of our secure facilities. The federal standards describe that only security staff can be included in these ratios. Department calculations with current definitions have placed the number of additional staff necessary for IDJC to be in compliance with the federal PREA standards at 87 staff.

- Health Care Reform:

A number of aspects of the health care system in Idaho will impact the delivery of services to justice-involved juveniles. Effective July 1, 2013, IDHW will begin a managed care contract with Optum Health for Medicaid services including community-based mental health and substance use disorder services. The structure of the new system and shift from fee-based to managed care for payment will impact the accessibility and dosage of these treatment services for juveniles. In addition, the adoption of the Health Insurance Exchange as required by the Affordable Care Act will impact and enhance insurance coverage for juveniles on probation and in IDJC custody.

Administration

- Infrastructure Needs:

As IDJC facilities and equipment age, the need for maintenance and/or replacement is increasing rapidly. Additional resources will allow facility management staff to focus on regular preventative maintenance rather than react to more costly equipment failures

- Inflation:

Costs are rising in nearly every aspect of IDJC's budget. Higher prices for mandatory items such as food, power, medical, and fuel place extra pressure on budget managers. In addition, higher rates for administrative costs such as Interstate Compact dues and expenditures, as well as data line charges, software maintenance costs, and IT infrastructure maintenance have stretched IDJC resources.

Appendix

Timelines, Strategies, & Responsible Staff Institutions

Goal 1: Ensure Community Protection and Juvenile Accountability through Program Effectiveness.

Objective	Strategies and Action Steps	Responsible Staff
1: Maximize the use of evidence-based programming in all institutions and contract providers as measured by improved PbS and CPC scores.	Employ evidence-based practices. Ensure program fidelity through training and internal Quality Improvement.	Superintendents, Clinical Supervisors, Quality Improvement Director
2: 80% of population will meet or be below historic IDJC averages for length of custody.	Length of custody averages for: Sex offending behavior: 20.3 months Mental health diagnosis: 18.0 months District court commitments: 19.8 months All other juveniles: 17.6 months. Juvenile risk/need categories will be established on Director's Dashboard and reviewed annually to determine updated length of custody targets and to assist development of optimum lengths of custody. Follow case management protocols effectively to ensure quality reintegration plans are in place. Collaborate and help develop community readiness for juvenile reintegration.	Superintendents, All Case Managers Admin Services / IT Superintendents, All Case Managers Superintendents, All Case Managers, COPS Administrator
3: Increase number of successful program completions to 90%.	Follow case management protocols effectively. Ensure program fidelity through training and internal quality improvement.	Superintendents, All Case Managers

4: Increase family participation at monthly staffings to 85%.	<p>Promote family participation through strategies involving all stakeholders.</p> <p>IDJC staff will use available video conferencing in order to provide greater access for families.</p> <p>IDJC staff will call parents two days prior to staffing to confirm attendance.</p>	<p>Superintendents, All Case Managers</p> <p>Superintendents, All Case Managers</p> <p>Superintendents, All Case Managers</p>
5: At least 75% of juveniles who receive reintegration services will be provided those services in the juvenile's region of origin.	<p>Increase reintegration services in all IDJC regions.</p> <p>Add a report will be added to the Director's Dashboard defining regional reintegration services and percentage served in region of origin.</p>	<p>Director, Superintendents</p> <p>Admin Services / IT</p>

Goal 2: Ensure Skills Improvement of Juveniles Returning to the Community.

Objective	Strategies and Action Steps	Responsible Staff
1: Eighty percent (80%) of juveniles will increase academic performance by earning four (4) credits per term or earn a high school diploma or GED/HSE while in our custody.	Education staff will continue to strengthen the use of collaboration/multi-disciplinary team (MDT) meetings, Special Education consultation and intervention support, monthly progress reporting, mid-term progress letter sent home using PowerSchool.	Education
	Increase teacher skills through targeted professional development and maintaining membership in the Center for Educational Excellence in Alternative Settings.	Education
	Continue to utilize Response to Intervention and develop Professional Learning Communities.	Education
2: Eighty percent (80%) of the juvenile offenders will increase math and reading scores.	Education staff will continue to strengthen the use of collaboration/MDT meetings, Special Education consultation and intervention support.	Education

<p>3: Education staff will participate in 100% of juvenile reintegration planning for juveniles in regional facilities.</p>	<p>The reintegration plan detail will include fully developed education plan prior to leaving an IDJC facility.</p> <p>Education staff will work with local school districts to assist with transition plans and partner with community schools for school reentry, attend reintegration/enrollment meetings.</p> <p>Clinical services (through Juvenile Service Coordinators-JSC) and education will work together with counties, vocational rehabilitation, and Department of Labor to develop reintegration plans that include employability skills and employment.</p> <p>Education and JSC's will partner with Department of Labor Workforce Investment Act to assist 100% juveniles in creating resume/cover letter upon exit from a regional facility.</p>	<p>Education/ Clinical Supervisors</p> <p>Education/ Clinical Supervisors</p> <p>Education/ Clinical Supervisors</p> <p>Education/ Clinical Supervisors</p>
<p>4: 90% of juveniles will leave program on grade level (credits) or have earned a GED/HSE or Diploma.</p>	<p>Education staff will continue to strengthen the use of collaboration/MDT meetings, Special Education consultation and intervention support, monthly progress reporting, mid-term progress letter sent home using PowerSchool.</p>	<p>Education</p>

Community Operations and Program Services Division (COPS)

Goal 3: Develop a Well Structured System that Addresses the Needs of Juvenile Offenders, their Families and the Safety of Communities

Objective	Strategies and Action Steps	Responsible Staff
1: Work in partnership with communities to support, develop, and implement the increased use of evidence-based and best practice approaches to serve juvenile offenders.	Work with community partners to participate in the Juvenile Justice and Delinquency Prevention Act to promote development of evidence-based programs in the community and to assure compliance with the core protections of the Act.	Grants
	Distribute and administer within statutory limits the Juvenile Corrections Act, tobacco tax, and other funds distributed to counties.	District Liaisons
	Secure and Administer Community Incentive Programs and Grants.	Grants
	Work with JJ SUDS Provider Network and the Management Services Contractor to enhance type and quality of services based on evaluation results, quality assurance process and stakeholder recommendations.	JJ SUDS
2: Work in partnership with communities and other stakeholders to continue increase and build a system of care that provides services at the least restrictive level.	Support JJ Councils, JJ SUDS District Teams and other community groups addressing juvenile and family needs by providing information, training, research, and technical assistance.	Grants/ JJ SUDS/District Liaisons

	<p>Develop automated client management system through implementation of the WITS electronic data system statewide; interface with Navision and IJOS.</p> <p>Work closely with county and tribal partners to promote and maintain effective service delivery and system coordination.</p> <p>Work with stakeholders at state and county levels of government to develop a structure for managing and providing behavioral health services that reflect “locally managed care” and “state wide accountability”.</p>	<p>JJ SUDS</p> <p>Grants</p> <p>JJ SUDS/ District Liaisons</p>
<p>3: Promote a process of continuous quality improvement by working with Department staff and community partners to ensure optimal application of Department standards.</p>	<p>Complete an annual IDAPA rule review for each contract provider.</p> <p>For competitively awarded juvenile/family services contracts, monitor contract performance based upon the terms of the RFP, bid and contract.</p> <p>Work with Department Staff to develop, implement and manage RFPs for new services as required by the state’s purchasing laws.</p> <p>Work closely with IDJC Superintendents to develop and implement appropriate facility improvement plans based upon PbS data and to meet quarterly with the Leadership Team to discuss PbS outcomes and FIP’s.</p> <p>Work with IDJC staff to ensure the quality of services offered by contract providers and to address any quality or safety issues identified by IDJC staff or partners.</p>	<p>Quality Improvement</p> <p>Quality Improvement</p> <p>Quality Improvement</p> <p>Quality Improvement/ Superintendents</p> <p>Quality Improvement</p>

	Prior to placement of juveniles complete site visits and program reviews of new residential providers.	Quality Improvement
	Work with department staff to complete a CPC in state facilities and contract providers awarded competitively at least every 36 months.	Quality Improvement/ Superintendents
	Support Department staff with case management by assisting semi-annual case management quality reviews and ongoing trainings.	Quality Improvement/ Superintendents
	Work collaboratively with Department staff to meet the standards of the Prison Rape Elimination Act.	Quality Improvement
4: Train juvenile justice professionals to the highest standards of excellence based on current and emergent research, best practices, and IDAPA Rule.	Provide required POST and other mandatory training for county and state direct-care staff.	POST Training Specialist
	In collaboration with county partners, continue to update POST curriculum and in-service training to raise the level of skills necessary to perform essential job functions successfully.	POST Training Specialist
	Develop, train, and provide technical support to county partners on Detention and Probation Standards.	POST Training Specialist/ District Liaisons/ Grants
	For IDJC direct care staff, to work closely with Human Resources to develop and implement an appropriate pre-employment screening process that meets the intent of POST and also functions within the state's human resources rules and statutes.	POST Training Specialist/ IDJC Human Resources
	Review the partnership with POST and continued relationship.	POST Training Specialist/ IDJC Leadership Team

Administration

Goal 4: Strengthen and Support all Resources within IDJC.

Objective	Strategies and Action Steps	Responsible Staff
1: Increase leadership and professional development capabilities among all IDJC employees.	<p>Staff will be involved in supporting IDJC's mission, values, and vision.</p> <p>IDJC Leadership Team will recognize contributions of all employees through regular communication throughout the Department.</p> <p>IDJC Leadership Team and staff will continue to foster collaboration by promoting cooperative goals among the divisions.</p>	IDJC Leadership Team
2: In order to make more informed decisions, track and analyze staff turnover.	<p>Provide detailed staff turnover information quarterly to Leadership Team.</p> <p>Provide IDJC turnover information to staff by posting data on Directors Dashboard.</p>	<p>Human Resources</p> <p>Human Resources</p>
3: Provide information/training on a range of topics to increase job knowledge.	<p>Identify training needs for all staff and develop curriculum to support needs through assessment and monitoring.</p> <p>Increase job knowledge among all staff by identifying and providing training/educational opportunities.</p>	<p>IDJC Leadership Team/Legal/Training Coordinators/Interstate Compact/Human Resources</p>
4. In order to reduce cost within IDJC track and analyze lost time and workers compensation within IDJC (Workers Comp, FMLA, alternative duty).	<p>Coordinated subject matter specific newsletter articles.</p> <p>Provide information to leadership team and Department Staff regarding worker comp and lost time quarterly at the leadership meetings (including costs).</p> <p>100% of accident reports will be followed up with supervisor within 5 work days of report of accident to develop a preventive action plan.</p> <p>Follow up with employees who are on FMLA status and alternative duty.</p>	<p>Human Resources</p> <p>Human Resources</p> <p>Human Resources</p> <p>Human Resources</p>

5: Maximize efficiency and effectiveness by organizing unstructured data.	<p>Adopt national juvenile justice data standards.</p> <p>Develop a functional public internet page.</p> <p>Implement comprehensive data management system.</p>	<p>Admin Services / IT</p> <p>Admin Services / IT</p> <p>Admin Services / IT</p>
6: Increase Leadership Team visibility at facilities.	Leadership Team members visit regional facilities and respective district offices at a minimum of twice a year.	Leadership Team
7: Strengthen transportation options for the Interstate Compact Office.	Assess need and develop a plan for interstate compact transportation of juveniles.	Interstate Compact Office / Superintendents